

OES-DEC Partnering Meeting April 30- May 1, 2008 Minutes

ATTENDEES

NAME	ORG	PHONE	E-MAIL
Chuck Howe	Flagstaff 8568	928.310.6844	chowe@azdot.gov
Rick Haddow	Globe 8368	928.812.1498	rhaddow@azdot.gov
Darlene Dyer	Flagstaff	928.779.7519	ddyer@azdot.gov
Marc Kasper	Prescott 9143	928.772.0906	mkasper@azdot.gov
Randal Pair	Holbrook	928.524.5468	rpair@azdot.gov
Tom Eckler	Flagstaff 9144	928.526.2582	teckler@azdot.gov
Thor Anderson	9130	602.712.8637	tanderson@azdot.gov
Stephanie Brown	CCP-AAH	602-712-8836	sbrown@azdot.gov
Paul Patane	Yuma District	928.317.2100	ppantane@azdot.gov
Todd Williams	SE09000	602.712.7391	tgwilliams@azdot.gov
Siobhan Nordhaugen	NRMG 9140	602.712.6166	snordhaugen@azdot.gov
Ruth Greenspan	Phoenix 9132	602.712.6266	rgreenspan@azdot.gov
Leigh Waite	MG ORG 9908	602.712.8166	lwaite@azdot.gov
John Harper	Flagstaff 8500	928.779.7547	jharper@azdot.gov
Melissa Maiefski	EPG	520.388.4250	mmaiefski@azdot.gov
Gary McRae	ADOT- Safford	928.432.4911	grmcrae@azdot.gov
Chuck Budinger	ADOT-DEC	928.777.5966	cbudinger@azdot.gov
Chuck Barclay	ADOT-NRMG	520.838.2831	cbarclay@azdot.gov
Paul Langdale	ADOT-NRMG	520.383.2830	plangdale@azdot.gov
Anastasia Olander	ADOT	520.388.4259	aolander@azdot.gov
Bruce Fenske	8268	928.317.2138 (of) 928-210-8882 (c)	bfenske@azdot.gov
Julie Alpert	8668	928.681.6042 (of) 928-377-9825 (c)	jalpert@azdot.gov
Mike Traubert	OES Plans & Permits	602.712.7769	mtraubert@azdot.gov
Bruce Eilerts	OES-NRMG	(602) 712-7398	beilerts@azdot.gov
Wendy Terlizzi	9000	602.712.8353	wterlizzi@azdot.gov
Emily Christ	OES – NRMG	602-712-8762	echrist@azdot.gov
Lisa M Andersen	ADOTPhx-DEC	602-712-6692 (of) 602-769-9876 (c)	landersen@azdot.gov
LeRoy Brady	RDS Phoenix	602-712-7357	lbrady@azdot.gov
Kim Bennett	OES- NRMG	602-712-5822	kbennett@azdot.gov

OPENING REMARKS

Todd welcomed everyone and thanked those who came to attend. His hopes were expressed as forming the team through creating its name, its mission and vision and completing some key elements that would lead the team into a positive future together. Paul and John reiterated their hopes for the team and discussed that the reason it was brought together was to form a cohesive, collaborative forum for all.

Carla reviewed the agenda briefly for the two days:

Apr 30

Welcome - Sponsors

Action Teams meet to prepare Status Report - all

- Action Team Status Report - Team Leaders

Mission/Vision of ESLT – Sponsors and Team Members

- Review MSLT mission/vision (John and Paul)
- Develop purpose and vision statement/s - all

Goals and How to Evaluate the ESLT – Sponsors and Team Members

- How to – the method (Review MSLT PEP goals/ratings) – John
- Development of content for evaluation - all

Decision Model Introduction/Discussion - Todd

- Explain model and take feedback

May 1

Issue Resolution Ladder - Sponsors

- Explain Draft Issue Resolution Ladder
- Participant feedback

Group Norms/Roles – Sponsors and Team Members

- Group Norms, not ESLT meeting ground rules
- Roles such as OES Core Team, District Core Team, etc.

Round Table Discussion – all

- DEC's list of knowledge areas – Gary
- Brown Bag before each meeting?
- DEC's need to meet?

Summary of Meeting Results and next steps - Carla

She then asked the action teams to meet for ½ hour to prepare their updates. Lisa reported that Bruce would be going to the Maintenance team with Emily.

ACTION TEAM REPORTS

COMMUNICATIONS – Chuck B. reported that 9 of the 10 action items would stay on the plan. He said that task #5 on the pre-bid conference would be passed to EPG because it needs more specific work than the team can give it. Also, it was clarified that sensitive environmental contracts would need a pre-bid meeting and that the 404 could act as the checklist. He shared the team's belief that the etiquette for communication and the rotation of the DEC's at the OES management team meetings could begin immediately. There was a concern cited by Todd that there are sometimes confidential issues discussed, and it was determined that Chuck and Todd should work that issue off-line.

CORE DUTIES - Mike T reported that the Core Duties were complete. He cited intentional overlaps when the observation about issue resolution on multiple action plans was raised. The team believes that a communication strategy is needed for the Core Duties and there was discussion that the terminology “40%” was confusing. This was generally agreed to and the take-away action was that Chuck H. would finalize the document. There was also discussion that the PDQ might need revision. Thus, a # 8 – Communications Strategy and a #9 – PDQ Review would be added to the action plan. There was also a suggestion made that the team review Skip and Margie’s work and the RASI tool used with the REs role clarification effort, in case they might help the team.

MAINTENANCE CLEARANCES AND PROCESS – An updated action plan with comments was passed out by Gary M for the team. Maps are needed and both Bruce and Thor would dedicate staff to this need. There was not time to go through each task in the meeting, yet it was clear that this team had some good dialog about its goal.

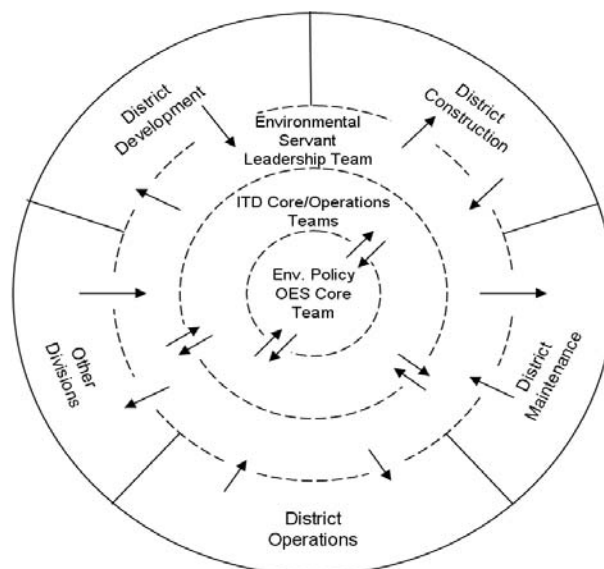
MITIGATION – Darlene reported that the communication with CCP had been completed and that ‘the DEC attending Pre-Construction/Partnering meeting’ was also complete.

WORK ORDER – Thor deferred the team report due to time.

It was clear that there is much large group discussion that could take place on many tasks in the various groups’ action plans. The need to prioritize the tasks was shared and the teams were asked to meet in-between these large group meetings in order to move ahead with their work. It was generally agreed that the next meeting should give more time to the action teams. Team leaders were asked to send electronic versions to Carla within a week and she would adapt them to landscape for better room for comments and include them in the minutes. (See attached after page 11 of the minutes.)

DECISION MODEL

Todd suggested that the decision model be taken next as it played into the need to discuss topics and issues and how he and the other sponsors would like to see that play out. The following model was presented:



The model reflects the intent for OES to be at the center of policy making on Environmental issues, and also reflects the two-way communication it desires to have with key stakeholders as it progresses. There was discussion at the meeting of moving the ESLT into the second ring, or placing the arrows showing two-way feedback differently, as options. The sponsors will take that into consideration and report back to the team.

END OF DAY ONE

MISSION/VISION

Todd, Paul and John reviewed the mission and vision statements from ADOT, OES and MSLT. It was noted that ITD was missing and it was brought back to the group a short time later.

The task for the team was to come up with a mission and vision for this team. Carla passed out sheets of paper on which the participants would write their ideas for a mission and/or vision. If time, the participants could do both. (See attached list on pp. 7-8 for list of suggestions made.)

These were lined up along the wall and looked at for similarities. The mission statement similarities were condensed by Ruth to emphasize such concepts as leadership, stewardship, education, cooperation and communication.

After much deliberation, a final mission and vision statements were adopted by the team.

Next the team tackled their name. Todd stated that he thought that the description "OES" should be replaced by "Environmental" and everyone agreed. There were several ideas generated, including:

- 1) Environmental Leadership Team
- 2) Environmental Servant Leadership Team
- 3) Environmental Stewardship Team
- 4) Environmental Services Team
- 5) Environmental Policy Team
- 6) Professional Environmental Stewardship Team

The pros and cons of keeping with the Servant Leadership Team concept were discussed and in the end, the participants agreed that the team would be called the Environmental Servant Leadership Team (ESLT). Thus, the final mission and vision statements will read as follows:

ESLT MISSION

THE ESLT PROVIDES ONE VOICE FOR ENVIRONMENTAL LEADERSHIP AND STEWARDSHIP FOR ADOT AND ITS STAKEHOLDERS.

ESLT VISION

***TO BE THE STANDARD OF ENVIRONMENTAL EXCELLENCE
IN THE TRANSPORTATION INDUSTRY***

After this accomplishment, there was time to complete one more agenda topic.

ROUNDTABLE DISCUSSION

Three items had arisen since the last meeting and they were addressed along with some discussion of group norms/meeting norms.

- DEC's list of knowledge areas – Gary McCrae discussed the list of knowledge areas needing a contact sheet completed and acknowledged that this was a challenge given the workload. The idea of chunking the assignment to get the information rolling was discussed and each DEC will complete one contact sheet every two months. This way the task would be more doable.
- Brown Bag before each meeting – Melissa said this was a possibility but nothing firm was planned.
- DEC's need to meet – The need for the DEC's to get together was affirmed. The idea of holding a DEC meeting prior to the bi-monthly meeting was raised as a viable option, since everyone thinks the bi-monthly meeting right now is helpful as the ESLT is forming. The DEC's will schedule these meetings as they deem necessary and will invite a representative of OES management to them.
- Group norms – This was an agenda item that was not able to be fully addressed, but it is agreed that the meetings need to be better managed and agendas more realistic. The idea of using the name tents placed in an upward position, instead of raised hands was suggested by Bruce E. Carla talked about a 'talking stick' that is a tribal custom as a method and John H suggested the red, yellow, green light that the MSLT uses to hold people to their times. Carla suggested having an official note-taker as well. Several other suggestions were made and the sponsors will have to consider how to address these needs before the next meeting. It is possible the issue may come up again as an agenda item.

NEXT STEPS/EVALUATION

The ESLT determined that meetings every other month would be helpful this first year as the team forms. The next meeting agenda would entail ½ day for the action teams to better share information and gain feedback from the large group. The next morning would include OES priorities, the Goals/Evaluation agenda item from this meeting and the Issue Resolution Ladder agenda item from this meeting.

The action teams agreed to update their action plans and send them to Carla by May 9th for inclusion in the minutes distribution.

The action teams were asked to select their three highest priority tasks between meetings so that a realistic expectation could be established for the rest of the calendar year.

The need for a more orderly and productive meeting was agreed to, with some of the tools suggested at this meeting and others to be worked through between meetings. Some people did not like to see an agenda not completed and wanted a timekeeper; others thought the discussion was worthwhile. The sponsors and facilitator will work on a plan between meetings.

The next meeting was scheduled for an afternoon then the following morning of July 1-2, 2008 at HRDC.

Meeting evaluation forms were distributed and the synthesized compilation is attached.

ODDS AND ENDS

Several Parking Lt items and other odds and ends were placed on flip charts during this meeting. They include:

- 1) Definitions needed – Emergency Maintenance process – a) Emergency and b) Urgent. Gary to address with his team.
- 2) Issues raised:
 - a. Alignment/overlap of action plans and District 'authority/accountability' for decisions/practices
 - b. Start up of DEC attendance at OES Management Team meeting – Chuck B and Todd to address
- 3) Process Issues:
 - a. Pre-bid conference for sensitive environmental projects – precedence set already and this is different than the Pre-construction meeting
 - b. Clarify construction vs. maintenance clearance process. Include who to send it to.
- 4) Programmatic agreements are happening in various partnerships. How will these be linked to this effort? There are some programmatic tasks in the action plans.
- 5) Julie asked how to develop the District Environmental Strategic Plan – Should Mike and the DEC's address this?

PRELIMINARY AGENDA FOR JULY 1-2

Day One – p.m.

- Action Team report outs and discussion

Day Two – a.m.

- Review OES Priorities
- Goals and Evaluation - agenda item from this meeting that was not addressed
- Issue Resolution Ladder – agenda item from this meeting that was not addressed
- More on group norms? - Touched on, but not well addressed in this meeting

TO DO's

- 1) Gary – Define emergency and urgent
- 2) Chuck H to share Oregon Mapping approach on task #1 of their action plan
- 3) Carla to help develop better group norms and meeting ground rules with sponsors
- 4) Gary M to remind DEC's about contact sheet expectation
- 5) Todd to lead the finalization of the decision model
- 6) Todd and Chuck B to work the DEC rotation into OES management team meetings
- 7) Action Team Leaders to send any revised plans to Carla within a week

OES/DEC Servant Leadership Mission Statement Suggestions May 1, 2008

- To encourage environmental compliance and concerns within all the areas of ADOT - Safety First – Second Nature
- To develop policies and procedures to obtain environmental clearances for Maintenance, NRMG and Construction projects
- To Lead ADOT on the path to Statewide environmental compliance and education
- To clarify roles, foster cooperation, create efficient environmental compliance programs and effective policies in support of a safe, efficient and cost effective transportation system
- Provide evaluation of liability from operational proposals to limit impacts to the natural environment
- To lead with one voice down the highway of environmental stewardship
- Promote communication and effective implementation of environmental stewardship throughout all ADOT divisions - one agency, one ethic
- To facilitate cooperation in the identification and resolution of ADOTS environmental issues
- Develop environmental policy to ensure environmental stewardship in all ADOT practices, procedures and projects
- To meet ADOTS environmental needs and provide responsible stewardship of Arizona's Natural Resources
- Encourage and promote environmental policy and procedure through progressive leadership
- To provide leadership and resources that results in an environmentally conscience transportation program
- To implement a Statewide environmental program
- Combine expertise and resources to facilitate ADOTS environmental needs as they pertain to research, planning, compliance and management
- Provide ADOT with a professional program of environmental compliance and stewardship. Provide resources, tools and policies to ensure consistent program implementation across all ADOT units; share knowledge, skills and experiences; identify environmental leadership to ADOT staff, state leaders and Arizona citizens
- Guide and assist ADOT districts and divisions in environmental stewardship
- To provide efficient, timely and accurate environmental advice for district activities through cooperative effort and skillful analysis, to implement environmental programs to achieve compliance to regulatory standards
- To foster, promote and catalyze the development of interdisciplinary environmental programs and activities that strengthen environmental leadership, education, awareness and compliance throughout the agency
- To identify and clarify the roles and responsibilities of all the people who enable OES to carry out its mission – to develop and streamline processes to support the OES mission – to foster positive working relationships between OES and the districts at all levels
- To provide environmental guidance, support and expertise to assist the office environmental services in the strategic development of sound environmental practices or policies and promotion of environmental stewardship for the agency

- To end road blocks within OES through interactive discussions regarding policies, practices and procedures – through education of the team members of the various environmental challenges at ADOT
- Provide environmental support to the districts – ADOT, ITD
- To provide the highest quality environmental services and products to our customers
- To provide environmental services that meet or exceeds environmental compliance, enhance or restore the natural environment in a cost-effective and timely manner with respect to Arizonans and its environment

OES/DEC Servant Leadership Vision Statement Suggestions May 1, 2008

- The leader of excellent environmental stewardship for transportation systems and services
- Green asphalt
- For all of the environmental functions and teams within ADOT to work in harmony
- To encourage and support cooperative efforts to achieve environmental stewardship statewide for all ADOT activities
- The model of efficiency for agency environmental compliance
- To promote an environmental ethic/culture within ADOT through servant leadership
- Share knowledge with colleagues to maximize environmental awareness statewide
- To guide environmental stewardship through policy and leadership
- To achieve a statewide environmental program
- Ensure ADOT projects are developed, constructed and maintained according to environmental stewardship principles
- The standard of environmental excellence in the transportation industry
- Cooperation and coordination for environmental issue resolution
- To achieve consistency in approach and message from OES professionals, to foster professional growth for OES professionals and to earn the respect and trust from the agency
- The team of choice for all matters environmental
- To have a streamlined process for maintenance, NRMG and construction to obtain environmental clearances
- To provide and encourage environmental leadership in all facets of ADOT's business that address emerging environmental issues

PARTICIPANT'S FEEDBACK OF MEETING EFFECTIVENESS

OES SERVANT LEADERSHIP MEETING

DATE: APRIL 30, 2008 - MAY 1, 2008

1. WHAT IS YOUR OVERALL RATING OF THE EFFECTIVENESS OF THIS MEETING?

Needs Improvement		Did Not Meet My Expectations		Met My Expectations		Exceeded My Expectations
1.0	1.5	2.0	Average Answer = 2.9	3.5		4.0

COMMENTS:

- Feel that we need to achieve some consensus in defining our goals and purpose before we define a mission statement. A mission statement is a distillation of our purpose and goals that is for a public audience. Until we achieve internal agreement about what we are doing, we can't make a meaningful statement for the public
- Meeting sparked good discussions-would have liked more decisions being made at the meeting-made decent strides for 2nd meeting
- Good meeting, clearly needed more time
- Like to stay with agenda-people preparing to present should present information
- Working toward a team approach. Many compelling interests
- Too much time on mission and vision but we got there
- Was good to complete mission and vision for the group
- I am still lost on what this group and myself are suppose to accomplish
- Important to create unity/buy in
- Very impressed with this team. A lot has been accomplished since the last meetings
- Too much emphasis on consensus-strayed too much
- Farther along than I thought we would be
- This is a work in progress-so I wasn't really sure what to expect

2. WHAT ABOUT THIS MEETING WAS MOST VALUABLE TO YOU?

- The discussions at length
- Establishing the foundation of this team-vision and mission this is the starting point that will guide us as we move forward
- Open, frank discussion on issues
- Layout of room-able to see everyone's face
- Understanding a clear line of communication
- Discussion with Action Team
- Discussion
- Dialogue among all members
- Name-mission-vision
- Talk
- Understanding and agreement
- Net working
- Exchange of information/updates
- Development of vision, mission and name
- Good debate. Good discussion. The team is "forming"
- Baseline framework
- Team building (building camaraderie among members) was achieved (and still needs work) by being able to interact with each other
- Getting issues resolved

3. WHAT WOULD HAVE IMPROVED THE EFFECTIVENESS OF THIS MEETING?

- Having management talk about their reasons for creating this group and what they hope to achieve, would have been a good starting point for a more meaningful discussion regarding mission and vision
- Keep comments to particular question on the floor
- Better organization with regards to the schedule; better time management for each of the agenda items, we skipped around action plans on day two, strange to go from this to basis of the group; less items on agenda
- Each individual understanding that we are all on the same team. I still see some division and strong opinions that come across detrimentally, we need to value and respect one another
- Facilitation limit number of turns people take, idea-pass out five cards to each member, the member presents card to speak and if member runs out of cards-they can't speak-unless someone donates a card to that person
- Let past issues be past issues
- More control
- Cutting off those that interrupt
- Stay on agenda, monitor time
- For Todd to give us his goals for this group, we need direction
- Regulate time and monitor order of questions coming in
- More realistic agenda
- More order for questions/comments. Respect the order in which people raise name plates/hands. Enforce reasonable time-limits, 45-60 minute round table, limit each to 3-5 minutes, instead of two days
- Start off with introductions
- Realistic agenda
- Time keeping-sticking to agenda

4. HOW DO YOU RATE THE EFFECTIVENESS OF THE MEETING LEADER?

Needs Improvement	Did Not Meet My Expectations	Met My Expectations	Exceeded My Expectations
Question is N/A. Combined these ratings with next question.			

COMMENTS:

5. HOW DO YOU RATE THE EFFECTIVENESS OF THE FACILITATOR?

Needs Improvement	Did Not Meet My Expectations	Met My Expectations	Exceeded My Expectations
1.0	1.5	2.0	3.5
		Average Answer = 2.8	4.0

COMMENTS:

- Sometimes let too many issues allowed into one question or topic of discussion
- More realistic time allocation of agenda items-find balance between allowing discussion and making decision or tabling for later (dependent on what item is)
- Thank you for helping to moderate, great job, a tough group to reign in
- Flexible with allowing discussion and checking with team-however, not orderly
- Members made it hard to provide a regulated meeting
- Did a good job, fine- a little crowded
- Did not always listen; could have benefited from a demonstrated support, seemed to have a preconceived idea of direction
- Occasions when members wanted to speak and were not recognized to do so. Sometimes comments were not accurately reiterated and felt the flow could have been better
- Facilitator was great, but I hope that the following is considered in next meeting. More order for questions/comments. Respect the order in which people raise name plates/hands. Enforce reasonable time-limits, 45-60 minutes round table, limit each to 3-5 minutes, instead of two days
- Needs to control talking out of turn and long winded explanations (story telling)

- Good job keeping us focused
- Facilitator talked too much as opposed to letting group talk; intrusive at times.
- Didn't control group; too much wasted time; did not follow agenda.

6. HOW DO YOU RATE THE TEAM'S EFFECTIVENESS?

Needs Improvement		Did Not Meet My Expectations		Met My Expectations		Exceeded My Expectations
1.0	1.5	2.0	2.5	Average Answer = 3.1		4.0

COMMENTS:

- Too early to say
- Still getting used to process
- Hard to judge because were at the beginning stage-it should improve over time and certain issues begin to get resolved
- Team isn't completely on board yet. This will grow with time
- Very forthright and offering opinions
- Still observing silo's within OES programs
- New team; difficult to say
- It's just the beginning-we are still working out the kinks
- We can't be effective if we are lost
- Expecting good things from the team
- This tem has great potential
- Team needs to continue to work together to grow together. This is part of building team spirit

7. WHAT OTHER COMMENTS DO YOU WISH TO OFFER?

- Stay with agenda-ask that new topics be put in a box, pull out the next meeting
- I believe in the purpose and potential of this group (ESLT)
- Agenda needs less topics and more time to cover until processes are found
- Keep listing of action plans, not just speaking about them

Name: _____ Contact #: _____
(Optional)

ACTION PLAN

CATEGORY: Maintenance Clearances and Process
GOAL: Consistent statewide streamlined maintenance environmental clearance process
TEAM LEADER: Gary McRae
TEAM MEMBERS: Chuck Barclay, John Harper, Gary McRae, Jessica Walsh

ACTION STEPS	RESPONSIBLE PARTY	DEADLINE	RESOURCES NEEDED	STATUS	RECOMMENDATIONS FOR IMMEDIATE ACTION:
				B = Behind Schedule O = On Schedule C = Completed	
1. Develop maps to include designated sensitive areas.	OES	Short Term – 1 year	1 FTE		Bruce and Thor to provide one person from their minions to start process
2. Develop checklist to aid in determining level of clearance.	EPG will gather any checklists from NP and DEC	Short Term – 4 months			Jessica Walsh and Gary McRae will gather currently developed checklist the work together in consolidating into one document. Once this is done they will work with DEC's, Bruce and Sponsoring DE's for input and finalization.
3. Standardized clearance form/format. EPG (EPG has one – will send around for comment, revise and make available).	OES and District	Short Term – 3 months			Jessica will provide EPG's form for comment to all DEC's and OES management team. She will gather comments then she and Lisa will develop a final draft and present to group for approval.
4. Develop DEC maintenance clearance tracking process.	DEC	Short Term – 6 months			Utilize the work order system with monthly updates from Melissa. If DEC completes clearance outside the work order process then they will notify Melissa so this work will be included for tracking purposes.
5. Emergency maintenance process.	OES and District	Short Term – 1 year			For each maintenance activity completed during an emergency – that action will be reviewed by the district during the next core meeting. A follow-up action plan will be developed and approved by the DE or DEC.
6. Develop program agreements.	OES in coordination with District	Long Term – 2 to 5 years			OES management to take lead on competing this task.

ACTION PLAN

CATEGORY: Maintenance Clearances and Process
GOAL: Consistent statewide streamlined maintenance environmental clearance process
TEAM LEADER: Gary McRae
TEAM MEMBERS: Chuck Barclay, John Harper, Gary McRae, Jessica Walsh

ACTION STEPS	RESPONSIBLE PARTY	DEADLINE	RESOURCES NEEDED	STATUS	RECOMMENDATIONS FOR IMMEDIATE ACTION:
				B = Behind Schedule O = On Schedule C = Completed	
7. Utilize PECOS	State Maintenance Engineer delegate, OES and District	Long Term – 2 to 5 years			Need OES and DEC representation in the development process for Pecos IV. Todd to assign someone and they are to report to the group each time we meet.
8. Establish guidance and training for compliance with Laws, Rules, Executive Orders, e.g. Rule 310	DEC with OES/District	Short Term – 4 months and on going as needed			Upon completion of the “integrated Natural Resource Management Plan” a training program and schedule will be developed by OES management to inform the group of established guidelines.
9. Complete Cultural Resources surveys and inventories at Maintenance yards and facilities		Short Term – 4 months and on going as needed			Thor, working closely with the DEC’s needs to develop a schedule of when the 69 maintenance yards and 9 sheds/camps will have the surveys completed. He then needs to report back to the group each time we meet. The goal is to have all the maintenance yards/camps surveyed by the end of 2013 (five years).

ACTION PLAN

CATEGORY:	Work Order
GOAL:	A user-friendly mechanism to obtain necessary environmental clearances and technical assistance in a manner that is trackable.
TEAM LEADER:	Randy Pair
TEAM MEMBERS:	Ruth Greenspan, Melissa Maiefski, Thor Anderson, Rick Haddow, Tom Eckler

ACTION STEPS	RESPONSIBLE PARTY	DEADLINE	RESOURCES NEEDED	STATUS	RECOMMENDATIONS FOR IMMEDIATE ACTION:
				B = Behind Schedule O = On Schedule C = Completed	
1. Identify the W.O. committee, to include representatives of each OES group and DEC's	OES Management	1 month	Management attention	C	
2. Identify problems with existing W.O.	WOC: Work Order Committee	4 months	Time	O	
3. Make MM database available electronically	Melissa Maiefski	2 months	IT help	O	Thor and Randy to address.
4. Educating the user on most effective way to fill out W.O.	MM and WOC	Start date April 1 st 2008	Time, input from all OES groups	O	
5. The WO Committee should identify those types of activities that should trigger a work order, vs. those types that can be cleared by a DEC w/out assistance.	WOC	4 months	Time, questionnaires	?	
6. DEC identify up-coming maintenance projects issues and make W.O. requests in anticipation.	DECs	Every 6 months	Time, maintenance superintendent attention		
7. Develop a system for filing of completed W.Os and resulting clearance documents; define/develop necessary documentation.	WOC	6 months			

ACTION PLAN

CATEGORY: Mitigation
GOAL: Ensure 100% compliance with mitigation measures.
TEAM LEADER: Darlene Dyer
TEAM MEMBERS: Paul Patane, Marc Kasper, Darlene Dyer, Paul Langdale, Julie Alpert, Rick Haddow

ACTION STEPS	RESPONSIBLE PARTY	DEADLINE	RESOURCES NEEDED	STATUS	COMMENTS
				B = Behind Schedule O = On Schedule C = Completed	
COMMUNICATION					
1. Communication with CCP, Jim Allan to add the topic "Environmental" to the Partnering agenda–	Paul Patane	1 month	N/A	C	
2. Add DEC Core Duty of "Attend Pre-Construction Partnering Meeting	DEC TBD	1 month	Rick and Chuck Howe to meet with Core Duties team	C	Rick and Chuck added this to Core Duties
3. Add a PEP form criteria of "Environmental"	Paul Patane	Next DE meeting	N/A	O	
4. Develop guidance for EPG/DEC to provide adequate review time for env. mitigation measures, which could include a phone conference between the District/EPG to verbally discuss them.	Darlene Dyer	May 2		O	
5. Request the DEC be the District's Point of Contact for environmental mitigation measures, rather than 4 District personnel.	Todd Williams/Paul Patane	Next District Operations Meeting and DE Meeting		O	DD to provide bullet points given to Todd/Paul for use in translating message and determine next meeting date
6. Develop escalation process for dispute of mitigation measures and changes.	Northern Area DEC/OES team	June 2		O	Add agenda item to Northern Area DEC/OES meeting; Need Responsible Pary, idea includes: EPG → DEC, EPG Group Manager → Dev Engr/DEC, Todd → Deputy SE(Doug)/DE
7. Develop standard methodology for communicating avoidance areas to the District and contractor, and for	Darlene Dyer	May 2		O	Team meeting to include NRMG (Paul Langdale), EPG (Ruth Greenspan, Ed Green, Justin

ACTION PLAN

CATEGORY: Mitigation
GOAL: Ensure 100% compliance with mitigation measures.
TEAM LEADER: Darlene Dyer
TEAM MEMBERS: Paul Patane, Marc Kasper, Darlene Dyer, Paul Langdale, Julie Alpert, Rick Haddow

ACTION STEPS	RESPONSIBLE PARTY	DEADLINE	RESOURCES NEEDED	STATUS	COMMENTS
				B = Behind Schedule O = On Schedule C = Completed	
identifying avoidance areas in the field					White), and others who may deal with avoidance areas – Need to contact Leroy, a DEC, one or two RE's, a PM, etc., then set a meeting date
OVERSIGHT OF ENV MITIGATION MEASURES 1. Develop DEC guidance to maintain a log (diary) of written/verbal Quality Assurance, education, etc that's give to District, contractors, etc.	DEC team	4 months	Add agenda item to monthly DEC meeting	O:	Need Responsible Party
2. Escalation for non-compliance of mitigation measures	DEC/EPG team	4 months	Add agenda item to monthly DEC meeting	O:	Need Responsible Party; idea includes DEC → RE/DE, RE → Contractor DE → Contractor
3. Maintenance addresses issues prior to project closeout; get actions on punch list	DEC team	4 months		O:	Need Responsible Party
4. Develop (or integrate if possible) Construction Quantlist/Checklist for TES/Inspectors	DEC team	4 months	Add agenda item to monthly DEC meeting	O:	Need Responsible Party
REPORT 1. Develop post-activity mitigation measures compliance report – applicable to Federal and State requirements/FHWA requirements/ACOE, ESA/etc. ,	DEC Team	6 months	Add agenda item to Monthly DEC meeting	O:	Need Responsible party to develop team, including FHWA

ACTION PLAN

CATEGORY: Communication

GOAL: LUTU – Listen to us/talk to us
Timely and direct communication by sharing knowledge that may come from experience and guidance

TEAM LEADER: Chuck Budinger

TEAM MEMBERS: Chuck Budinger, Bruce Fenske, Leigh Waite, Wendy Terlizzi

ACTION STEPS	RESPONSIBLE PARTY	DEADLINE	RESOURCES NEEDED	STATUS	COMMENTS
				B = Behind Schedule O = On Schedule C = Completed	
1. Confirm conversation with email. a. Issue initiator follows-up with email to recapture items discussed. b. Receiver of call verifies the information is consistent with the conversation. c. Inconsistencies are rectified ASAP.	OES and DEC	Immediately	Emails and journals.	O	Currently in growing operation. Agenda Driven
2. Rotate DEC into weekly OES meeting. a. Schedule must be derived to include all DEC's. b. Communication team lead to organize schedule. c. DEC attending the meeting will disseminate information gathered at the meeting. d. If DEC cannot attend, their responsibility to find replacement.	DEC	Begin Monday June 2. Proposed lineup: Chuck B. Gary M. Bruce F. Julie A. Lisa A. Rick H. Chuck H. Randall P Anastasia	Rotate weekly DEC notify the next on the list if they cannot make the meeting. Vehicles and notepad.	B	DEC report to all others within the week.
3. Information sharing is Two-Way. a. Keep each other informed. Do not assume that your counterpart has the same information. b. Likewise, if you learn something, share it with	OES and DEC	Milestones to be established. District meetings	Commitment by DEC's and OES based on improved compliance and efficient planning.	O	On schedule because this action item is an ongoing activity that must be judged by milestones and issues.

ACTION PLAN

CATEGORY: Communication

GOAL: LUTU – Listen to us/talk to us
Timely and direct communication by sharing knowledge that may come from experience and guidance

TEAM LEADER: Chuck Budinger

TEAM MEMBERS: Chuck Budinger, Bruce Fenske, Leigh Waite, Wendy Terlizzi

ACTION STEPS	RESPONSIBLE PARTY	DEADLINE	RESOURCES NEEDED	STATUS	COMMENTS
				B = Behind Schedule O = On Schedule C = Completed	
others.		Weekly staff meet.			
4. Disseminate consistent message through various groups in ADOT. a. After solving an issue, share the information with the group. All projects vary in some way, but general information and approach shall be similar. b. OES to issue an Environmental Services Bulletin/Policy. c. c. Send out group emails.	OES	Procedure needs to be set up by next quarterly meet. Information warehouse EPG project lists Site visits to Districts by EPG staffers	Written summaries Milestones		
5. Mandatory pre-bid conference for non-routine clearance project to be included in environmental clearance memo.	EPG	Prior to bid	Communication of Env. Clearance Doc Pre-bid package.	O	Based on action by Thor and EPG
6. Direct environmental questions to DEC (see action tree).	DEC/OES/NRMG	Next ESLT meeting	None. Milestones	O Need action tree.	
7. Other ADOT ORGs/Groups should take the time to familiarize themselves with DEC's core activities. a. Educate each other with respect to DEC common duties. b. DEC facilitate other groups	DEC/NRMG/OES /Facilities	DEC presentation Familiarize with DEC Duties	Power Point Telephone and email!	B	Milestones are labeled in left column.

ACTION PLAN

CATEGORY: Communication

GOAL: LUTU – Listen to us/talk to us
Timely and direct communication by sharing knowledge that may come from experience and guidance

TEAM LEADER: Chuck Budinger

TEAM MEMBERS: Chuck Budinger, Bruce Fenske, Leigh Waite, Wendy Terlizzi

ACTION STEPS	RESPONSIBLE PARTY	DEADLINE	RESOURCES NEEDED	STATUS	COMMENTS
				B = Behind Schedule O = On Schedule C = Completed	
when available even though the job may not be yours to do.					
8. DEC's current with dissemination or guidance. <ul style="list-style-type: none"> a. Fund training and environmental seminars. b. Brown bag series (similar to or combine with EPG). c. Case by case basis, ensure that a representative or two may attend key environmental programs. 	OES/DEC	Proposal at third Quarterly meeting	Education and training Newsletter? E-newsletter? Visit other teams in the field on projects	B	
9. Verbalize support for DEC implementation of mitigation measures. <ul style="list-style-type: none"> a. DEC on site to offer advice or inspect for implementation of mitigation measures. b. Cannot force ourselves into the construction or maintenance arenas – rather lend advice or assistance in a helpful, friendly manner. 	OES	Established deadlines for milestones through weekly staff meetings	Flow charts and decision tree	B	

ACTION PLAN

CATEGORY: Core Duties – DEC, NRMG and EPG

GOAL: Define clear role by group -DEC, EPG and NRMG. Establish core element for DEC.

TEAM LEADER: Chuck Howe

TEAM MEMBERS: Mike Traubert, Melissa Maiefski, Chuck Howe, Anastasia Olander , Siobhan Nordhaugen

ACTION STEPS	RESPONSIBLE PARTY	DEADLINE	RESOURCES NEEDED	STATUS	COMMENTS
				B = Behind Schedule O = On Schedule C = Completed	
1. Define core responsibilities within EPG, NRMG and DEC.	Chuck, Siobhan and Melissa	April 2008	N/A	O	
2. Define intentional overlaps.	Chuck, Siobhan and Melissa	April 2008	N/A	B	
3. Issue resolution process	Mike Traubert	April 2008	Skip + Margie proposed plan	B	Needs to be reviewed against the overall ESLT issue resolution process at July meeting
4. Agency Coordination Roles (communication protocol). Topics – Dev, Ops and Const. Agencies, Internal communication loop.	TBD	Fall 2008	May need coordination between action teams and groups in OES.	O	Several sections are working on this at this time.
5. Finalize core duties.	Chuck and Team	December 2008	N/A	C	Completed for DEC's at April 30 th session
6. Review annually.	Todd/ Compliance	On-going	Nov's, NC's etc. – Evolution of OES needs.		
7. Define interactions with Water, Compliance and Permit Groups.	Chuck, Mike, Wendy, Todd and Compliance Mgr.	January 2009			
8. PDQ – Review against the core duties	TBD	TBD	Responsible Party needed		
9. Develop and implement a communications strategy for the core duties.	Mike and Chuck	TBD	N/A		terminology "40%" may be confusing